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Approved For Release 2004/12/02 : CIA-RDP80R01720R000900090006-4 830-74

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

24 April 1974

MEMORANDUM FOR: Mr. Benjamin C. Evans, Jr.
Executive Secretary

SUBJECT : Stationery

1. I hate to bother you with what ought to be a non-problem, but it is a matter needing resolution and one I very much want to keep off the DCI's desk if at all possible.

2. Attached is a 2 March memorandum I wrote to the DDM&S and a 22 April note from his Executive Officer to the AO/DCI, which apparently is intended as a reply to my 2 March request and a similar IC Staff request of 20 March.

3. Regardless of whether or not my request for an additional stock of the letterhead we had been using is approved, the procedure directed by [] is unworkable and misses the whole point. I find it hard to believe that this indeed reflects the DCI's view. If so, the DCI must have been misinformed about the issues involved.

4. For reasons explained at perhaps tedious length in my 2 March note, neither the NIOs nor, for that matter, the IC Staff, should ever use stationery headed "Central Intelligence Agency." If the NIO structure and the IC Staff are to have any chance of accomplishing the things the DCI established them to achieve, they must both convince the Community that they are components of Mr. Colby's office in his corporate capacity as DCI -- not parts of a single member of the Intelligence Community, i.e., the CIA. The symbolism that would be involved in carrying out [] directive would run directly counter to conveying this essential image.

5. At a minimum, if my request is to be disapproved, we and the IC Staff should use the letterhead the DCI employs for communications he signs as DCI, on which should be printed (not typed) the label "Office of the Director" -- this to distinguish correspondence General Graham or I sign in our own name as opposed to that which we sign for Mr. Colby or prepare for his personal signature.

[]
George A. Carver, Jr.

Deputy for National Intelligence Officers

1. CAC Chrono ✓
1. AO/DCI

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DD/M&S 74-1407

22 APR 1974

MEMORANDUM FOR: Administrative Officer to the DCI

SUBJECT : Special Letterhead Printing

1. This is to confirm my telephonic report to you that the Deputy Director for Management and Services discussed with the Director of Central Intelligence the various requests and proposals relating to special letterhead stationery. This was in reference to the NIO request of 2 March 1974, and your more recent IC Staff request of 20 March 1974.

2. I am advised that the decision was made by the DCI that there would be but one standard letterhead format for "Central Intelligence Agency," and any special office or staff designations might appropriately be typed on the top left-hand side of the memo. In this manner there will be some reasonable standard printing of stationery, while offices would be given some flexibility in identifying their special units.



Executive Officer to the
Deputy Director
for Management and Services

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Atts

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74-0787

2 March 1974

MEMORANDUM FOR: Mr. Harold L. Brownman
Deputy Director for Management & Services

SUBJECT : Request for Approval of Assistance from
Printing Services Division

1. An action request is contained in this memorandum's paragraph 3.

2. Background

a. Last fall, soon after the DCI asked me to evolve, implement and manage his NIO concept, it became obvious that we had one major, continuing problem whose roots lay in matters of cosmetics and imagery. Outside of the Agency -- particularly in the Defense Department and especially in the military services -- there was a strong feeling (obviously developed over more than a decade) that the term "national intelligence," as used by the Agency and by previous DCIs, should be regarded as a deliberate distortion, bordering on a bad joke. It quickly became apparent that this feeling was particularly strong with respect to what were called "National Intelligence Estimates," the belief being widespread that these purportedly national products were in fact the parochial property of one office of the CIA, which exercised a jealously protected monopoly in preparing the basic drafts of such papers and in shepherding them through the coordination process. I very soon realized that paper coming out of this office -- particularly paper relating to National Estimates -- which bore any reference to CIA tweaked very sensitive and exposed nerves throughout the community. I thus felt it was essential to find a symbolic device which would make it clear that things were now being done in a different

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fashion and that although the NIOs had inherited the responsibilities of the former Board and Office of National Estimates, the NIO concept was a new departure by a DCI committed to knitting the Community together as a Community and accordingly committed to eliminating parochialism, including parochialism centered in the CIA.

STAT b. While I was mulling over this problem, I was contacted by [] a talented graphics specialist in OBGI who had helped my former office on many occasions in designing maps, graphics, covers for new types of memoranda, and other similar matters. [] asked if he could be of help in improving the typography, layout and design features of National Estimates and other products coming out of our new office. I welcomed this offer and discussed the above outlined problem with him to see if he had any suggestions or solutions. One of his suggestions was that of designing a buckslip and a letterhead which would be tasteful but distinctive, sufficiently distinctive (by design) to be clearly different from anything previously connected with NIEs or other national intelligence products. The new buckslip and letterhead would symbolically convey the message that a break had been made with the past and business was now being done in a different way, in line with the DCI's wishes and instructions.

STAT c. Working with this objective, [] in due course designed such a letterhead and buckslip (of which sample copies are attached hereto.) The letterhead, as requested, was completely new and different. The buckslip was similar in design to the one used for seven years by the DCI's Vietnamese Affairs Staff, but different in color and keyed to match the letterhead. We asked Printing Services if they would be willing to make a test run of these new forms for us, giving this project the lowest rank in their priority scale and fitting it in as time permitted. Printing Services was (as always) helpful in a much appreciated way.

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d. We tried the test product and found that:
(1) the DCI liked it and (2) that it was effective in making and underlining the symbolic points these documents were designed to convey. We also found that the exploitation of this symbolism had a beneficial effect on improving the atmosphere within the Intelligence Community (by muting former suspicions) in a way that has materially facilitated achievement of the DCI's objectives.

e. Once the product testing phase was demonstrably successful, we went back to Printing Services with a request that they do another run to give us a stock of both pieces of paper for actual continuing use. At this point, we discovered a ban had been placed on Printing Services' taking such action without your explicit approval.

3. Action Request

For the above outlined reasons, we would very much like to have Printing Services make the runs in question. The plates involved already exist, would not be changed, and hence do not represent an additional expense. We would, of course, expect this request to be assigned the lowest of priorities and to be carried out only when it could be sandwiched in between other tasks of higher priority without disturbing the latter. I would appreciate your giving your permission for this to be done.

[Redacted Signature]

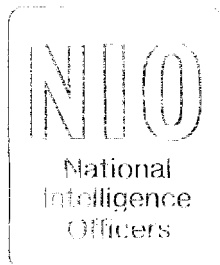
George A. Carver, Jr.
Deputy for National Intelligence Officers

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Attachments

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Office of the Director
of Central Intelligence



DATE:

TO:

SUBJECT:

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